

Department of Defense

Civilian Human Resources
Strategic Plan

Annex B



FY 2003 Year of Execution Plan

Office of the Under Secretary of Defense
(Personnel and Readiness)

FY 2003 INITIATIVES

FY 2003 performance measures are depicted as they correspond to each of the seven goals identified in the DoD Civilian Human Resources Strategic Plan. Forty- one initiatives are identified for completion in FY 2003. Twenty- four of these have been added since the original publication of the Plan in April 2002 and are identified as such.

GOAL 1: Promote focused, well-funded recruiting to hire the best talent available.

Strategy: Market DoD as a premier employer in the Federal government.

The Department is encouraged by the results of recent surveys that indicate a majority of Americans believe the Federal government's work is more important today than it was prior to the attacks on September 11, 2001. Although the Department is faced with an enormous challenge in recruiting talent in the highly competitive public service labor market, the strategic initiatives planned for FY 2003 will serve as a stimulus to recruit, train, and maintain the cadre of people needed to provide services in an efficient and effective manner. The actions in this year's plan mirror the comments of Kay Coles James, Director of the Office of Personnel Management (OPM) while addressing students at The George Washington University on April 22, 2002, "The government needs new talent, new energy, and new creativity to do the work of government in the 21st Century. It needs the best and the brightest—go-getters with fresh ideas who are eager to make a contribution."

In order for the government to avoid becoming the employer of last resort in the talent war, it must become the recruiter of first approach. With nearly half of the government's workforce eligible to retire within the next five years, public opinion surveys indicate that students don't always consider government employment upon graduation, even though graduates surveyed still believe that working for the government is a part of a public service career. Max Stier, President of Partnership for Public Service, when discussing government reform stated, "At root, the threats to our national security, as well as the wave of corporate scandals, require talented civil servants to help fix these problems. The coming wave of federal retirements only makes the task more difficult. We have a perfect storm of governing problems and retirements and we need to take action now." In this regard, the Department will conduct a study on all aspects of intern recruitment as an integral part of the organization's lifeblood to meet future challenges. Targeted recruitment efforts aimed at all levels of experience are included in our Recruitment on Campus (ROC) initiative.

A critical element in recruitment will require the marketing of the Department as an “employer of choice.” The marketing effort will be multi-faceted in terms of identifying or “branding,” to educate the public by showcasing the Department’s missions and civilian occupations using various media, to include the Internet with narratives, graphics, streaming media, and photography. Materials for use in campus recruiting will include handouts, portfolio brochures, postcards, news releases, videos, and print ads.

In an effort to create a new generation of public servants, the Department plans to establish the Defense Application Assistance Office (DAAO). The DAAO will serve as a catalyst to educate job seekers about finding and applying for Federal jobs along with enumerating the many benefits of public sector employment. The DAAO will establish a conduit for prospective applicants via the Internet web site at www.Go-Defense.com and via telephone at 1-888-DoD-4USA. This fosters an applicant outreach approach that emphasizes:

- Assisting with initial questions, applications, and forms;
- Steering applicants to the requested Component; and
- Providing information using DoD and Component Internet web services, while remaining available to assist via email and telephone.

One specific initiative is a comprehensive study to identify DoD recruitment, staffing, and retention difficulties for the GS-0083 Police Officer occupation. Military Components will identify specific locations experiencing staffing difficulties in this career field, and provide staffing data, market data, and funding certifications. This information will be used to determine and document a DoD special rate request, which will then be forwarded to the Office of Personnel Management for approval. Additionally, internal systemic changes will be achieved by pursuit of HR systems that enhance recruitment by implementing authorities for demonstrations in science and testing laboratories. Further, additional e-government enhancements for internal candidates will be addressed in testing compatibility of automated applicant qualifications software with the Department’s Priority Placement Program.

The Reemployment Priority List, an OPM referral and placement program for displaced employees, is administered by DoD field activities at the local level by a manual and administratively intrusive process. This process is being automated by the Department to centralize the Defense-wide administration, management, and oversight of this vital, Government-mandated program. With this in mind, the Department will continue to stay attuned to other Federal initiatives by serving on various study groups, including the current OPM staffing barriers study team.

The Department's continued efforts to compete in the market as a premier employer in the Federal government is exemplified in a statement by President George W. Bush in his address to the Executive Service on October 15, 2002, "...Some of us will serve in government for a season; others will spend an entire career here. But all of us should dedicate ourselves to great goals: We are not here to mark time, but to make progress, to achieve results, and to leave a record of excellence."

Objective 1.3. Determine what type of intern program is needed to best meet the needs of DoD.

1. Conduct a study of all aspects of recruiting interns.

Objective 1.4. Assess requirements and funding sources for marketing DoD as a "first choice" employer.

2. Review recruiting programs to determine marketing needs.
3. Establish requirements for an employment-marketing program.

Objective 1.5. Implement HR system changes to enhance recruitment.

4. Implement authorities for demonstrations in science and testing laboratories.
5. Establish the Defense Applicant Assistance Office (DAAO). (Added)
6. Conduct a comprehensive review of DoD Police Officer staffing levels and appropriate special pay rate requirements. (Added)
7. Implement field trial testing of RESUMIX automated applicant qualifications software compatibility with the DoD Priority Placement Program. (Added)
8. Implement the automated Reemployment Priority List within the Department of Defense. (Added)
9. Serve on the OPM staffing barriers study team. (Added)

GOAL 2: Provide a HR system that ensures the readiness of tomorrow's integrated force structure.

Strategy: Develop a responsive, flexible personnel system that permits management to maintain a mission-ready workforce.

The Department's effort must not end with just recruiting a talented workforce. Efforts will be expended to provide a challenging work environment along with an opportunity for growth for a mission-ready force. A keystone of this effort will be to actively participate in the legislative process to identify incentives and features of employment that would attract applicants for entry through senior level positions. The Department will also develop changes in its practices, to include Program Objective Memoranda (POM) submissions to identify the funding levels needed to implement the program strategies.

In tandem with originating legislation for flexible workforce lifecycle management, the Department will actively pursue the identification of existing policies and procedures that add no value to transforming the existing bureaucracy into a flexible and business-like environment. In a literature review of HR Leading-Edge Practices, the Corporate Leadership Council (CLC) found that today's changing business environment provides significant implications for the human resources function. Primarily, HR must realign itself to reflect and support overall organizational strategy. As a corporation seeks to become agile and efficient, so must the HR function. Because organizational success stems from the ability to develop new technologies; implement strategies quickly, efficiently and accurately; improve operations; and constantly adjust to changing customer priorities, leaders must understand that people provide a critical source of competitive advantage. Therefore, best practice HR departments are those that focus on employees as human capital and seek to align that capital with the organizational strategy. HR practices that support the organization's goals may entail either changing traditional practices such that they foster cost and time savings, or making substantial investments in new systems or resources. In their review, CLC reasoned that organizations must ultimately look to ensure that they are getting an appropriate return on their investments to achieve best practice status.

The FY 2003 National Defense Authorization Act (NDAA) Conference Report indicated that conferees are aware of a "potential human capital crisis facing the Federal Government and its impact on DoD." As a result, the Secretary of Defense was directed to review and report on the DoD Civilian Human Resources Strategic Plan and demonstration projects to assess the effectiveness of demonstration authorities in reshaping the workforce.

In order to benefit from current initiatives, the Department chartered the HR Best Practices Task Force to evaluate existing Federal government HR demonstration projects and Alternative Personnel Systems. That evaluation led to a working

group consensus on the design of a Department-wide Best Practices HR program. A group of Senior Executives from the Military Departments, Washington Headquarters Service (representing the Fourth Estate), Defense Logistics Agency, and Acquisition and Laboratory communities have evaluated and approved the design of the program for Federal Register publication. The new personnel system will consolidate the various demonstration projects existing throughout the Department into one HR program. The Department will continue to pursue initiatives in order to evaluate and transform civilian personnel policies into flexible business-like processes. For example, a special study will examine the compensation structure among private industry grocers. To provide managers greater authority and flexibility in administering their workforce, the Department continually evaluates the viability of delegation of approval authorities to the lowest practicable level.

As a part of on-going study, analysis, and experimentation toward customer-focused HR delivery systems, three pilot programs will be conducted to demonstrate alternative approaches designed to improve the existing Equal Employment Opportunity (EEO) complaint process. Section 1111 of Public Law 106-398, of the Floyd D. Spence National Defense Authorization Act for Fiscal Year 2001, called for no more than one Military Department and two Defense agencies to accomplish pilot programs. The participating DoD Components are the US Air Force (USAF), the Defense Commissary Agency (DeCA), and Defense Logistics Agency (DLA). Results of these pilots will be reported to the Equal Employment Opportunity Commission and Congress and may influence the Federal EEO process. The pilot programs may be useful in demonstrating alternative approaches to the existing EEO complain process, but more importantly can also result in more far-reaching efforts when applied to other functional areas. As a fundamental principle, the Department will strive for continuous improvement in the HR mission, as well as in accountability for the overall DoD mission.

The Department successfully replaced the existing mainframe-based HR system with an open architecture information system supported by a multi-tiered database structure. As a testament to the Department's commitment to continuous process improvement, system enhancements are underway to upgrade to the vendor's Oracle Federal Human Resources Version 11i. This commercial-off-the-shelf (COTS) product web-enables the Department's information access and transactional processes.

Objective 2.2. Continue to pursue legislative and regulatory change to provide for flexible workforce lifecycle management.

10. Draft and submit legislative proposal language for ULB FY 2004.
(Added)

Objective 2.3. Evaluate and transform civilian personnel policies to create flexible business-like processes.

11. Identify policies that are cumbersome or add little or no value to the product.
12. Implement expanded Volunteer Separation Incentive Pay authority for workforce restructuring.
13. Evaluate demonstration projects and policies.
14. Identify desirable aspects of demonstration projects.
15. Develop closeout procedures for existing demonstration projects as appropriate.
16. Conduct special compensation study of private grocers. (Added)
17. Delegate authority to approve cash awards up to \$25K from the Under Secretary of Defense (Personnel and Readiness) (USD(P&R)) to Service Secretaries and Agency heads. (Added)
18. Revise Civilian Personnel Manuals for the Defense Intelligence System consistent with DoD HR best practices results. (Added)
19. Report on the assessment of the existing Civilian Personnel Demonstration authorities.

Objective 2.4. Conduct studies, analyses, and experiments to identify optimal, customer-focused, HR delivery systems.

20. Conduct pilot programs to improve EEO complaints process. (Added)

Objective 2.5. Ensure that automated systems support civilian HR mission requirements.

21. Identify new capabilities to automated systems and associated costs.
22. Enhance access to the Defense Civilian Personnel Data System by upgrading to the vendor's web-enabled COTS product. (Added)

GOAL 3: Promote and sustain civilian workforce that is as richly diverse as America itself.

Strategy: Foster and promote an environment attractive to individuals from all segments of our society.

The Department recognizes and takes seriously its responsibility to foster and promote an environment attractive to individuals from all segments of our society. Our strategy for FY 2003 is to continue to develop a diverse workforce based on an assessment of current workforce demographics, awareness of representation issues, and commitment to actions that will result in a highly qualified and representative workforce.

In FY 2003, the Department will continue to support the goals of Executive Order 13163 to increase the employment of people with disabilities. Initiatives have been added in support of the President's New Freedom Initiative, which is designed in part, to increase employment opportunities for individuals with disabilities.

The Department will improve and initiate programs to reach out and provide opportunities for students with disabilities in a collaborative recruiting effort with colleges and universities. Emphasis will be placed on such areas as working with college and university placement offices to identify possible candidates, attending college job fairs, marketing success stories concerning employment of people with disabilities, and using special appointing authorities. In addition, the Department will encourage the employment of students with disabilities through student employment programs.

The Department will monitor progress in the area of reasonable accommodations for qualified applicants with disabilities, consistent with policies and guidance from OPM and the EEO Commission.

Executive Order 13171, Hispanic Employment in the Federal Government, affirms established Federal policies and activities to improve Hispanic representation in the Federal civil service. The Department is taking pro-active steps to enhance Hispanic recruitment and will develop and integrate strategies by facilitating the sharing of information and best practices with the Military Departments.

To meet our objectives, we will initiate actions to address how the Department encourages participation of Hispanics at college recruiting fairs and include Hispanic Association Colleges and Universities on college campus recruiting visits. Steps will be taken to enhance our partnership and cooperation with Hispanic organizations to promote the employment of qualified individuals. We

anticipate that these efforts will continue to remove barriers to the effective recruitment of Hispanics. The DoD HR community will monitor success by reaching out to the Hispanic community using data from various systems, Component self-evaluations, and/or Department-wide surveys.

The Department will continue to design recruiting activities that heighten the ability to successfully recruit at Historical Black Colleges and Universities and attract students with the needed skills and competencies. We will explore ways to publicize opportunities through a variety of information systems, including websites and printed media.

The Department's FY 2003 objectives will have a positive effect in reaching our ultimate goal of recruiting and sustaining a richly diverse workforce.

Objective 3.1. Promote initiatives that result in a diverse and representative workforce.

23. Publish memorandum to DoD HR community identifying and encouraging participation in Hispanic recruiting fairs. (Added)
24. Meet FY03 goal for employment of persons with disabilities. (Added)
25. Incorporate Hispanic Association College and University and Historical Black College and University locations into ROC program visits. (Added)
26. Incorporate targeted recruiting for persons with disabilities into ROC program. (Added)

GOAL 4: Invest in human capital to improve effectiveness of the workforce.

Strategy: Evaluate HR programs and systems and sufficiently fund HR initiatives.

The Department has developed and published the Civilian Human Resources Strategic Plan to guide Department organizations in carrying out activities within a framework of specific goals, objectives and performance indicators. Built from the Quadrennial Defense Review and direction provided by USD(P&R), this plan is the DoD HR roadmap for establishing and monitoring planned activities. In developing the roadmap, the strategic plans for the Army, Navy, Air Force, Defense Logistics Agency, and the Washington Headquarters Services were reviewed. The next step is to determine how effective HR activities are in achieving their goals. To measure and monitor progress achieved, an

accountability system that links the Department's Strategic Plan Objectives to the OPM Human Capital Scorecard was developed. This linking or "cascading" initiative was approved by OPM staff as a viable accountability strategy for the Department.

We plan to develop a strategy to integrate HR initiatives with the POM cycle. In the future, civilian HR leadership will be an active member in the POM process.

Private sector models used to measure the effectiveness of HR programs are currently under review. The best of these examples will be assessed for possible adoption by the Department to measure the degree of efficiency and effectiveness of HR services and the capability of the HR staffs to support a standard level of service. Examples under consideration include accuracy and timeliness of personnel processes, including time to hire; effective use of HR information technology, including the accuracy of electronic data; and total costs of HR services and cost of specific HR activities.

A DoD HR Planning Board is being considered and guidance developed to integrate POM decisions and Defense Planning Guidance (DPG) into the DoD Civilian Human Resources Strategic Plan objectives. Board recommendations will enable HR to better support the President's Management Agenda for the strategic management of human capital and determine the best use of existing authorities, as well as determine what statutory changes are needed to best fulfill the mission of the Department.

Objective 4.2. Develop resource strategies that integrate civilian HR initiatives with the DoD POM cycle.

27. Publish resources strategy to Component HR leadership that integrates HR initiatives with the DoD POM cycle.

Objective 4.3. Develop standard metrics for HR policies, procedures, operational requirements, and systems.

28. Identify critical indicators of HR success.
29. Develop measures of HR success.

Objective 4.5. Establish HR Planning Board to integrate program decisions and Defense Planning Guidance (DPG).

30. Publish guidance on Board's operating rules.

GOAL 5: Provide management systems and tools that support total force planning and informed decision-making.

Strategy: Enhance the ability to analyze, model, and forecast the workforce.

The ability to anticipate human resources needs is critical to the Department's mission accomplishment. The Department has a number of existing information systems that already support specific organizational or functional elements.

We have tested and continue to evaluate sophisticated workforce modeling systems capable of providing Component and Department-wide projections based on five years of employment history for its civilian workforce.

In the FY 1996 NDAA, Congress authorized DoD to pay severance pay in one lump sum versus bi-weekly payments. Extension of this authority to September 30, 2006 was requested in the FY 2003 Unified Legislative Budget.

Objective 5.1. Acquire state of the art analytical tools for workforce planning.

- 31. Obtain and analyze data users' needs.

Objective 5.2. Assess the need for an integrated information technology system in support of the total force.

- 32. Serve on the DoD enterprise-wide Financial Management Modernization Program team, July 2002 to April 2003. (Added)
- 33. Provide civilian HR data model elements and best practices for Financial Management Enterprise Architecture. (Added)

Objective 5.3. Expand the use of existing workforce shaping tools by expanding authority for VSIP buyouts.

- 34. Extend DoD authority to make lump-sum severance payments.

GOAL 6: Focus the HR Community on the needs of its customers.

Strategy: Consider customer feedback in developing HR policies and procedures.

The HR community continues to focus on the needs of its varied customers and alignment with agency goals. To support this focus, the Department is developing

a customer feedback program to assess the satisfaction of key HR customers. Enhancing the quality of service provided by DoD HR management activities and accountability to their customers requires, among other things, an understanding of the needs of those customers and measurement of how well they are being met.

Developing and implementing a customer feedback program would allow for the continuing, systematic collection of customer feedback and the identification of key customers, key needs, and metrics related to those needs. The results of this feedback will be reviewed in relation to HR policy, programs, processes, products, and outcomes. Customer feedback, when consistent with Department needs, will be turned into effective, targeted policy. In this vein, continued emphasis on delegations of policy and operational decision-making authority to the lowest practical level is anticipated.

Over 80,000 Department employees were randomly selected to participate in a Government-wide Survey on Human Capital. OPM developed the survey to help measure how Federal agencies are managing their employees in carrying out agency missions. The Department worked with OPM to mail out survey letters and follow-up letters and provided assistance throughout the survey. DoD has funded a research project to analyze DoD employee responses to the OPM survey, upon receipt of the survey data. This research is expected to provide a level of detail necessary for assessing and improving DoD's civilian workforce programs and policies. The project tasks include: conducting a detailed, in-depth analysis of the DoD sample of the OPM survey; reviewing literature on employee satisfaction surveys; and identifying policies and programs that demand attention due to lack of customer satisfaction.

DoD's involvement in contingencies and emergencies has increased and changed significantly in recent years. The Department's role in support of humanitarian missions and disaster relief has grown, and the increase in the number and severity of acts of terrorism has required a much greater commitment of both military personnel and civilian employees. The ultimate success of DoD's mission accomplishment in contingencies and emergencies rests with local management officials, from base commanders through senior- and mid-level managers to first line supervisors. The Department will develop a guide designed to assist management officials in exercising their authorities, fulfilling their responsibilities, and carrying out their management functions during contingencies and emergencies.

The DoD HR environment has experienced rapid change in the past few years. Changes in staffing levels, the retirement exodus, changes in organizational structures, changes in skills required, and introduction of new computer systems are only a few of the transformations taking place in the DoD HR environment.

The role of HR professionals has also shifted in the past decade; they have assumed an integral and critical role in the planning and decision making process rather than merely providing implementation support through the interpretation and application of personnel rules and regulations. In response to these changes, the Department will develop a plan to establish an HR Training Consortium in order to make improvements in the assessment, planning, and delivery of HR training.

Objective 6.1. Attune products, policies and programs to customer needs, including delegation of authority, as appropriate.

- 35. Develop and implement a customer feedback program.
- 36. Analyze the OPM workforce survey. (Added)
- 37. Develop draft “Civilian Personnel Management Guide for Management Officials During Contingencies and Emergencies.” (Added)
- 38. Publish “Civilian Personnel Management Guide for Management Officials During Contingencies and Emergencies.” (Added)
- 39. Develop plan to establish the DoD HR Training Consortium. (Added)

GOAL 7: Promote Quality of Work Life as an integral part of daily operations.

Strategy: Foster and encourage initiatives that improve the quality of work life.

It is important to identify, develop, and promote specific policies and programs for quality of work life initiatives that advance the Department’s ability to meet its mission. Demographic, technological and economic changes will continue to influence the future of the Department’s workforce. The Department must be poised to compete with the private sector for skilled and competent workers who seek flexible work arrangements, support and services for childcare and elder care, benefits tailored to meet their needs, and a safe and healthy work environment.

The Department issued a Telework Policy and Guide in October 2001. The policy is designed to actively promote telework as a legitimate flexibility for managers and their employees throughout DoD and to promote DoD as an employer of choice; improve the recruitment and retention of high-quality employees; enhance the Department’s effort to employ and accommodate people with disabilities;

reduce traffic congestion and decrease energy consumption and pollution emissions; reduce office space, parking facilities, and transportation costs; and complement Continuity of Operations Program plans.

Unlike DoD appropriated fund employees and military members, NAF employees are currently ineligible to apply for the Federal Long Term Care Insurance Program (FLTCIP). However, four of the six major NAF employers (Army, Navy Exchange Service Command, Army and Air Force Exchange Service, and Marine Corps) offer LTC insurance programs. The FY03 NDAA request would grant discretionary authority to the Secretary of Defense to determine DoD NAF employee coverage under the FLTCIP.

Also proposed in the FY03 NDAA is continuation authority for Federal Employee Health Benefits Program coverage for 18 months after involuntary separation resulting from RIF. The employee would continue to pay employee share and the Department would pay the government contribution.

The Department strongly believes that all of its employees should be afforded a quality work environment, and fosters and encourages initiatives that will assist in reaching the goal of a demonstrable improvement in the quality of the work environment. DoD believes that efforts to accomplish this goal must be on a joint level involving the functional areas of Safety, Occupational Health, and HR (Injury Compensation). The Department formed a Quality Occupational Environment Working Group and the mission of the working group is to assess partnership opportunities for joint assistance in facilitating a quality work environment. The working group will, as part of their assessment, identify and resolve issues that could materially affect the establishment and maintenance of a quality work environment, and recommend and develop action plans to improve the overall quality of the work environment. Participation in the working group will represent three primary disciplines: HR for benefits guidance and counseling; Health Affairs for preventive medicine and medical intervention; and Environmental Safety for risk management and loss prevention.

Currently, the Department has an exposure standard for blue-collar employees to asbestos. The Department is seeking to establish a common standard that will include blue-collar employees.

Objective 7.1. Promote maximum use of policy and programs that improve the working environment (e.g., flexible work schedules, teleworking, job sharing, child care, and elder care).

40. Review Component telework policies as a transformational tool.
(Added)

41. Establish eligibility of DoD NAF employees for long-term care insurance.
42. Continuation of Federal Employee Health Benefits Program Eligibility for 18 months after involuntary separation resulting from RIF.

Objective 7.3. Participate in efforts to facilitate a quality work environment (e.g., safety, health, and facilities).

43. Evaluate recommendations of the Quality Occupational Environment Working Group and implement when feasible. (Added)
44. Seek to establish a Defense-wide standard for exposure to asbestos. (Added)

CONCLUSION

The Department's second year of executing a strategic plan under the President's Management Agenda (PMA) and in alignment with OMB and OPM goals, continues unfolding significant actions to improve human resources management and administration. This year's initiatives blend activity- and outcome-oriented results affecting a diverse array of HR functions and are designed for a transformational evolution of the work we do and the people who do it.

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